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The Quarterly Review of Public Relations

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PR Must Also Listen....

Stimulating an Upward Flow of Communication

By WILLIAM E. ZIMMERMAN

CAUSING a river to reverse its flow is a task probably only a little more formidable than that of stimulating an upward flow of information in most business corporations. And yet the need for communication from the bottom up is universally conceded.

Two departments—industrial relations and public relations—have a particular reason for "listening" to the voice of the employee because they have special responsibilities in addressing employees. The common sense of listening before, when, and after attempting to communicate with others applies to their activities, just as it does in personal conversation. It is in their interest to encourage employees to speak freely and candidly.

The manner in which the industrial relations and public relations departments share the communications function depends naturally upon the organization of the corporation and the personalities involved. Generalizations along that line are not likely to be of value. But in any case, both departments must assume some degree of responsibility for encouraging upward communication.

How may an upward flow of ideas and attitudes within the organization be stimulated? What channels and media are available for this purpose? What sort of things should executive management expect to learn?

In seeking the answer to these questions, it becomes clear that management needs a new orientation on communication. As a rule, executive thinking about communication is in terms of what should be passed down the line in order to obtain greater cooperation, higher efficiency, lower cost, and better morale. It fails to look at the problem through the eyes of

William E. Zimmerman is Director of Industrial Relations, Sun Oil Company, Philadelphia.

its employees. Actually, communication up the line is a specialty in itself. Most of the media used in communication are not designed for this function and the subject matter is decidedly different.

The Content of Employee Communication

The goal of upward communication is to find out (1) what workers would like to know about their jobs, their company, and related matters and (2) what they would like management to know about themselves and the things that are bothering them. This information may be, and usually is, quite different from that which management is assuming that workers want to know and tell.

Undoubtedly, employees are primarily interested in passing on to management what they think and feel about their job, their pay envelope, their working conditions, their fellow employees, their supervisor, the company's personnel policies and programs, and the management itself. They particularly want to talk about the things that interfere with what they want to get out of their work and those that vitally affect them as members of the organization. They want to pass on their ideas and suggestions, providing management will give them serious and fair consideration. They have many questions they want to ask about company policies, orders, rules and regulations, personnel programs, future plans of the company, economics of the business and industry, community services, and often about the economic system itself. But the kind of information they want, the importance they attach to it and its meaning may differ appreciably from management's thinking on these matters. They are concerned not only with what is being done and likely to be done but with why it is necessary that it be done and the probable effects upon them and their status in the organization.

What the workers want to know and want to tell management is, of course, exactly what management should want to tell and want to hear. Personnel policies, programs, and procedures become realistic only as they are based on such knowledge. Management is behaving like the proverbial ostrich if it fails to provide channels for the upward flow of employee attitudes and information—and particularly if it does not take corrective action where indicated.

What channels and media are available for the upward flow of information? In unionized companies the primary channel is the collective bargaining system. Complaints and grievances flow upward through the

grievance machinery. Workers' needs and goals are presented by union representatives at the bargaining table when the contract is renegotiated. In the more progressive companies, matter of vital interest to employees, but not subject to negotiation, are explained by management to union representatives at joint meetings to keep them informed and to obtain their thinking and reactions.

Collective bargaining channels are important instruments for communication. They will insure that employee wants, grievances, and attitudes will get up the line to top management and that this information will not be screened to please the top executives. Executive management, however, must recognize that it may be edited to suit the union's purpose. Progressive management, however, will use these channels as well as every other contact with union representatives as an opportunity for education, for bringing about a better understanding of management's objectives and problems, and for developing mutual confidence in each other.

A second medium of communication which provides for the flow of information from employees to management is the attitude survey. This device enables the company to obtain the thinking of employees with respect to the over-all management of the company, its policies, personnel activities and programs as well as the employees' opinions about their work, their compensation, and their supervisors. Such surveys throw a great deal of light on company policies, practices, and procedures and indicate those aspects of management in need of study and probable revision. They also call attention to irritations and dissatisfactions which are annoying the employees and are hampering them in their work.

Use of Opinion Surveys

Opinion surveys do for employee-employer relations what market research does for consumer-company relations. When progressive management puts a new product on the market or seeks to find out consumer opinion about an existing product, it does not depend on executive thinking. It goes directly to the consumer for an answer. In that way decisions are based on a knowledge of consumers' needs and desires. The same technique is now being applied in the field of employee relations. Such surveys are no longer novel experiments. A study of personnel activities conducted by the National Industrial Conference Board in 1946 disclosed that of 3,498 companies included in the survey, 240 or about 7% conducted employee morale surveys. A more recent study shows that such surveys are becoming a tool for periodic checking on employees' attitudes toward their jobs, the company, and related matters.

Surveys have much to contribute to effective communications. They not only reveal the sources of dissatisfaction in the organization but bring forth many constructive comments and suggestions. They are very helpful to management in appraising existing managerial objectives and serve as a guide for formulating new and revising old policies, procedures, and programs. They convince the employees that the company has a genuine interest in their attitudes, suggestions, and well-being. Incidentally, questions may be added to the survey to determine whether communication channels both up and down the line are really effective.

The Employee Suggestion System

We usually think of an employee suggestion system as a definite procedure for soliciting, receiving, appraising, and paying for employee ideas that may benefit the company in its operations or in its relations with customers. Suggestion systems are a source of new ideas or of a new application of old ideas. But they are also a medium of communication and, where the system is operating successfully, a particularly good one because they make employees think constructively about their jobs, working conditions, production methods, and layouts. While the subject matter of comcunication is restricted in these plans, nevertheless, in the area covered by them this channel is an excellent one; provided, of course, that the conditions essential for successful operation are met.

The last and probably the most important channel of upward communication is that which arises out of reporting relationships within the organization. In the case of upward communication it means the relationship between the worker and his supervisor. Here is a natural and logical communication channel that is well established and readily available. Unfortunately, it does not function as it should in most companies. Examination of job descriptions of supervisors in a number of companies fails to disclose any descriptions which specifically assign communication as a major duty or responsibility of the supervisor. Nor does it reveal any statements as to what is to be communicated to employees or as to what is to be done about employee ideas and attitudes that affect their work or reflect thinking about the management and the company.

If executive management wants to bring about effective upward communication it should begin with this center of communication. Each supervisor should be given a clear statement setting forth his responsibility and authority for up, down, and lateral communication. This statement, however, must be followed up with training in communication.

Supervisors must understand the relationship of effective communication to efficiency, cooperation, low costs, and employee morale. They must be made to see the bearing of communication on their own unit costs, their performance ratings, and the job of running their own department. The course should provide specific training in the following aspects of the problem:

—What is to be communicated and what withheld.
—By whom communication is to be done.
—To whom communication is to go and why.
—How communication is to be effected.
—When communication is to be made.
—What is to be done with employee ideas and attitudes.
—What channels and media of communication are available, when they should be used, and for what purposes.

Supervisors should be trained not only to give the right answers to questions from their men but also to encourage their employees to talk and to pass essential information up the line.

It would pay substantial dividends to train supervisors in the technique of interviewing and running employee meetings. Both of these instruments are invaluable supervisory and executive tools. It is surprising how many times the supervisor gets solutions to his problems by talking it over with his own supervisor, a fellow supervisor, a staff member, or one of his employees. It is an indispensable device for getting and giving information, developing correct attitudes, and creating the will to work and cooperate. The interview especially is used in innumerable situations. For example, what supervisor does not hold interviews of the types listed here?

—To determine whether the applicant sent by the employment department is the one he wants to work for him.
—To induct new workers into the organization so that they will become effective members as soon as possible.
—To give directions and explain orders.
—To train an employee on the present job, a new job, or in safe work practices.
—To explain company policies, rules, and regulations.
—To handle complaints and grievances.
—To deal with disciplinary situations.
—To let the employee know how he is doing on his job.

—To help the employee confronted with a personal problem.

Supervisors should also be trained to run meetings of their employees. Such meetings will not only facilitate communication but will provide employees with an opportunity to ask questions and to make suggestions.

In the final analysis, both the interview and meetings are methods of communication. That is why the supervisor must not only know how to use them and their values and limitations, but when and when not to use them and the mistakes commonly made in doing so.

Climate Must Be Favorable

The primary function of communication is to convey ideas and attitudes in a manner that will enable employees and management to understand that which is communicated. If it is done well, the parties will develop an understanding of each other and their respective goals and problems. Once this is accomplished the task of achieving efficiency, cooperation, and high morale is greatly simplified.

It must be remembered that channels of communication have little value unless the climate in which they function is favorable. That which is to be communicated must fall on fertile soil. Where irritations, antagonisms, or a lack of respect or faith in personal integrity prevail, communication is exceedingly difficult to attain. Those who would communicate successfully must remember that a meeting of minds can only take place when people are ready and willing to listen with an open mind to new ideas and an expression of attitudes. ●

"We have a liberal and effective suggestion system and we maintain an 'open-door' policy. All of our top executives encourage anyone with a serious problem to bring it directly to them if he can't get it solved by his superior or the personnel division."

—William E. Roberts, Bell & Howell in
"Planning the Future Strategy For Your Business"
McGraw-Hill

Survey Shows Need
For Greater Cooperation

WORKING WITH LAWYERS

By ALBERT P. BLAUSTEIN AND SIDNEY GROSS

HOW OFTEN are legal issues involved in public relations programs? Do lawyers and PR men understand each other's functions? Is there a need for improving working relationships?

To find answers to these and other questions concerning PR and the law we circulated a questionnaire among 110 PR executives. Those polled were equally divided between members of PR firms and officers of business and industrial firms. Forty replies were received.

All of the respondents had something to say; and only four of the replies were accompanied by requests that names be withheld.

They duly reported on the high incidence of law-public relations tie-ups; they noted elements of poor communications between public relations and legal counsel while working on mutual problems, and they pointed up the need for men trained in the skills of both professions.

The most important question posed by the survey was: "How often are legal issues involved in your important public relations problems?" And to this query the independent counselors — considerably more than their counterparts in industry—found their work touching upon the legal field.

Responses ranged from Stanley Baar's (Barber and Baar Associates, Inc., New York) "all the time" to "infrequently" by Glen Perry (E. I. DuPont de Nemours and Co., Delaware). More typical of the answers was the statement of William Kostka Associates, Denver: "Half the time, in connection with industrial and commercial clients."

A minority view was expressed by Verne Burnett, one of PR's oldest practitioners, who replied that he found "less than half of his problems" dealing with the law.

Albert P. Blaustein of the Rutgers University Law faculty is a specialist on the public relations of bar associations. Sidney Gross of the PR firm of Vernon Pope, New York is also a lawyer.

But *when* are legal and public relations counsel "working together?" What are the "problem areas" which must call into play the combined professional skills of those practicing before the bar of justice and those practicing before the bar of public opinion? The answer to these questions was most frequently summarized in terms of "labor relations" and "government relations." Others who were polled included fair trade problems, stockholders' actions, contract disputes, and the preparation of selected advertising copy.

PR-Lawyer Differences

While most public relations men find lawyers "valuable in assisting in PR programs," strong criticisms were leveled against the inflexible attitudes and legalistic approach of the bar. Paul Cain (The Cain Organization, Inc., Dallas) put it this way: "Lawyers are too contented with keeping the client out of trouble. They don't take into consideration the broad aspects of the PR problems." Ralph W. Bugli (Ralph W. Bugli, Inc., New York) concurred.

Here are some other anti-lawyer comments.

"Lawyers sometimes are concerned with winning, even at the price of throwing PR out of the window," observed Glenn E. Carter (Bank of America, Los Angeles).

"Lawyers don't understand the importance of public attitudes . . . even legal decisions," declared a well known Chicago PR counselor.

"They can frequently wreck a program," pointed out Oscar H. Beveridge (Gardner and Jones, Chicago).

And rigidity of viewpoint was the criticism leveled against the bar by Russell G. Creviston (Crane Company, Chicago) and Clifton B. Williams (The Cleveland Electric Illuminating Company). Mr. Creviston's observations are of particular interest since he is himself an attorney as well as a PR executive.

Jesse Gordon (Jesse Gordon Associates, New York) voiced his opinion with this blunt statement:

"Lawyers tend to advise PR people on PR, whereas PR people don't advise lawyers on the law. Lawyers mostly think they know PR. They don't at all."

Yet, despite their critical comments, those charged with vital public relations responsibilities felt a definite need for legal guidance and consultation. Company PR executives — who were generally less critical of

lawyers than the independent practitioners—found attorneys a great help in solving PR problems.

Dale Cox (International Harvester Co.) for example, stated that lawyers were "really valuable in guiding the overall program." Mr. Kostka was more specific. "Lawyers should advise public relations men more often," was his observation.

Like Milton Fairman (The Borden Company, New York) and Morris Rotman (Harshe-Rotman, Inc., Chicago), most PR leaders pinned both the "valuable" and "deterrent" labels on the legal profession.

Unfortunately, little was said by way of solution to the problems posed by the law-public relations relationships. The bulk of the respondents were content to cite the need for greater lawyer guidance—and then go on to criticize the contributions of the lawyers engaged in the work of "guidance."

Importance of Mutual Respect

The element of "respect" was raised by some PR executives. At lease five replies were in relative agreement with Edward Gottlieb (Edward Gottlieb & Associates, Ltd., New York), who said there was team work "in most cases where mutual respect was established at the first meeting and continued."

Rotman, Baar, and Howard Mayer (Mayer and O'Brien, Inc., Chicago) had a specific recommendation. All three felt that the lawyer needed to be educated as to public relations aims and practices.

"With so much mutual contact, there should be a PR indoctrination course for attorneys," wrote Mr. Rotman.

Interestingly enough, a number of public relations offices already include those with legal backgrounds. Mr. Creviston and Edward F. Baumer, formerly with Prudential Life Insurance Company's Western Home Office and now with McCann-Erickson, Inc., New York, are both lawyers. Five other top PR executives reported that they had law-trained men on their staffs — as public relations men, using legal knowledge as background for PR work.

But is it enough to give PR training to members of the bar and to hire those with law training to serve the cause of public relations? More than half of the poll participants stated that management had not yet developed any clear policies toward integrating lawyers and public relations counsel in solving company problems.* And there was more than a hint that public relations men still had work ahead in selling the importance of PR to lawyers—in order to join lawyers on the top management team.

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* *It should be noted that Procter & Gamble centers legal and public relations services in one department.* ED.

With the growing awareness of the importance of the law-PR relationship (at least on the part of PR men), further studies in this area should be fruitful. It would be useful to survey lawyer attitudes, and to analyze the relative skills and respective contributions to problem solving. Such studies would help show the way to increase the effectiveness of lawyer-PR teams in their joint service to mutual clients. ●

IDEAS YOU CAN USE

Compiled by ROBERT B. KONIKOW

A new test of writing ability is being developed by the Educational Testing Service, of Princeton, New Jersey. Getting away from the more common "pick and check" kind of examination, this uses essay-type answers, with a standardized technique for grading. While the test, due for publication in the spring of 1957, is designed for use in schools up to the second year of college, it may also prove useful in screening applicants for PR writing positions.—*ETS Developments,* December, 1955

* * *

If you have a questionnaire that probes into sensitive areas, you might do better by having the forms sent out by a university, according to S. R. Bernstein, editor of *Advertising Age. AA's* survey wanted some hard-to-get information—the percentage of sales spent on advertising— and the list was divided into thirds. One part got the questionnaire directly from the magazine, the second from the University of Illinois, and the third from a private research firm. The university pulled the highest percentage of return, followed by the magazine.—*Industrial Marketing,* April, 1956

* * *

Employees must be assured of complete anonymity in answering questions on an attitude survey, according to a study made at a Twin Cities department store by researchers from the University of Minnesota. Even though no names were taken, and complete anonymity was promised, when the questionnaire was given by a company official, the attitudes were more favorable, the responses briefer and less revealing, than when outside people conducted the survey.—*The Journal of Applied Psychology,* April, 1956

PR IS NOT LOBBYING . . .

The Public Relations Approach to Government

By BERT C. GOSS

TOO OFTEN businessmen are afraid to raise their voices in Washington because of misunderstandings about lobbying. This fear is generally groundless. Practically none of the public relations activities involved in speaking out for a business before government need fall within the purview of the Lobby Act.

The importance of speaking out before and to the Federal Government can hardly be overemphasized. Governmental policy is obviously a major force shaping the course and success of all business. Defense production, taxation, atomic energy for peacetime use, transportation, communications, wage rates, and pricing are all subject in some degree to government control or regulation.

Furthermore, investigations, hearings, and debates over government policy exert major and enduring influence on public opinion toward business. The pernicious influence on academic minds of the Temporary National Economic Committee Hearings of the late 1930's still exists, despite industry's repeated refutation of many of the findings.

Many non-business groups know all too well how the government forum can influence public opinion. They tell their story in Washington as effectively as they can at every opportunity. At the same time, they try to discourage business from using the same platforms by crying "lobbyist" at the business spokesmen who take advantage of the same opportunities to present their case.

There need be no uncertainty over the distinction between public relations and lobbying.

Bert C. Goss is president of the public relations firm of Hill and Knowlton, Inc., New York.

Section 307 of the Lobbying Act reads:

> The provisions of this title shall apply to any person (except a political committee as defined in the Federal Corrupt Practices Act, and duly organized State or local committees of a political party), who by himself, or through any agent or employe or other persons in any manner whatsoever, directly or indirectly, solicits, collects, or receives money or any other thing of value to be used principally to aid, or the principal purpose of which person is to aid, in the accomplishment of any of the following purposes:
>
> (a) The passage or defeat of any legislation by the Congress of the United States.
>
> (b) To influence, directly or indirectly, the passage or defeat of any legislation by the Congress of the United States.

In other places, the language of the Act constantly refers to "every person who shall in any manner solicit or receive a contribution" or "every individual who receives a contribution of $500 or more" or "any person who shall engage himself for pay or for any consideration . . ."

Supreme Court Interpretation

On June 7, 1954, the Supreme Court upheld the constitutionality of the Lobbying Act. Chief Justice Warren, who delivered the majority opinion, declared that for a person to come under the Act he must have "solicited, collected or received contributions" intended to influence legislation and the "intended method of accomplishing this purpose must have been through direct communications with members of Congress."

The Lobbying Act does *not* apply to:

1. Testimony before Congressional committees;
2. Distribution of information about legislation to newspapers and to opinion leaders generally;
3. Direct communication to Congressmen and their assistants about the state of business and matters of direct concern to a specific business, not involving the merits or demerits of a specific piece of legislation.

These are legitimate public relations activities. It is to the advantage of businessmen to engage in them vigorously whenever an occasion arises. Furthermore, members of management have a responsibility to do so. Their work requires that they protect and advance their own proper interests and those of the employees, stockholders, and customers whom they serve. And they have an even broader duty to the Nation at large to play the part of good citizens by offering their aid, knowledge and insights to assist those responsible for governing the country.

The latter point has perhaps not received the attention it merits. Congressmen cannot be experts in all the multitudinous subjects with which they must deal. Businessmen often are in a better position to understand and clarify the technological and social implications of specific matters than any other group. After all, businessmen live on the frontier of technological advance; they may be the first to divine the probably social consequences of particular innovations.

How Businessmen Can Help

Congressmen sometimes require assistance of another sort, also. They cannot march too far in front of their constituents. Their own informed understanding of a specific problem may be of little avail unless the people they represent appreciate the worth of the solution they work out. Businessmen may help to develop a common understanding of a problem by giving information to the general public. When, in this way, businessmen do help to overcome a lag in understanding, they deserve—and are accorded—the thanks of Congress.

To win such approbation, however, business must take care to see that any activities in the government or legislative field conform to sound public relations standards. All such activities must be able to withstand full publication on the front page of any newspaper or the scrutiny of any investigating committee.

These common sense public relations principles should prevail:

1. The policy advocated must be sound and in the public interest.

Can the policy meet the challenge of the times and the blasts of the critics? Has full consideration been given to the realities of the day, to the rights and obligations of others, as well as to the rights and obligations of business? Moreover, does the expression of the policy take a form that is easy to demonstrate as being in the public interest?

2. There must be adequate marshaling facts to support the story.

Washington reporters agree that the failure of businessmen who attempt to tell their side has often resulted from inadequate preparation. Preparation means not only developing facts and illustrations to tell as forcefully as possible a positive story; it naturally means equipping oneself to meet and refute criticism and opposition.

The record of Congressional hearings—this year as in others—is full of compliments for businessmen who came well prepared and made their presentations vigorously and effectively. But there are still cases of witnesses suffering painful personal embarrassment as well as doing serious

injury to their cause because of faulty preparation and the inability to be forthright and convincing.

Need for Preparation

Good preparation can produce valuable results. The aircraft industry this year was subjected to a sweeping investigation of its profits, salaries, bonuses, and entire operations. But the aircraft companies prepared their case carefully and presented it effectively. The result was a complete vindication of the industry. At the end, the Chairman stated that profits in the industry were reasonable. Moreover, seizing the opportunity the event provided, the witnesses cleared up many misconceptions, showing the vital nature of their job and the efficiency with which it is being carried out. Some witnesses were openly complimented by Committee members.

3. Business's case must be given the fullest possible public relations distribution.

If a story is worth telling to government it is worth telling to all opinion leaders and to those publics who will benefit and who can provide support. Not to be overlooked is the fact that the Washington press corps, which covers government events, has tremendous influence on national public opinion.

When a program of information and persuasion is conducted in accordance with the three principles above, it should never boomerang upon the businessman, the industry of which he is a part, or our economic system. Instead, it will reflect credit on all three and will likely be effective in accomplishing the desired objective.

The forum provided by the Federal Government offers an unequalled platform from which to make appeals for understanding. Voices raised in the Capitol reverberate across the Nation and around the world. Business will surely be the loser if its champions do not speak out in Washington. ●

Add PR Associations:

Two more specialized PR associations have come to our attention. (See "How Many Public Relations Associations Are There?" pr, Oct. 1955) They are:

Agriculture Relations Council
Room 2021
50 West 50th Street
New York 20, New York

Chemical Industry Public Relations Association
61 Broadway
New York 6, New York

Three Out of Every
Four Communication Minutes
Are Oral . . .

Speech *as a PR Tool*

By S. M. VINOCOUR

HOW IS our total time devoted to interpersonal communication divided? A very conservative investigation, conducted even before the tremendous impact of radio and television, has showed that 45% of our time is spent in listening, 30% in speaking, only 18% in reading, and only 9% in writing.[1] Three out of every four communication minutes are oral.

It is no surprise, then, that speech as a PR tool is being utilized with increasing frequency.

By "speech" is meant that cluster of oral communications skills within the academic speech discipline most useful to the practitioner: public speaking, manuscript reading, radio and television techniques, conference participation and leadership, staff reports, debate, and oral presentations. This article will attempt to point up the utility and importance of this "speech tool" and to suggest how the tool might be sharpened by the public relations man.

There is ample evidence of the effectiveness of speech. Wilbur Schramm, writing in the *Journalism Quarterly*, has pointed out that the radio is more effective than the newspaper, and that face-to-face speaking is more effective than radio. Repeated experimental findings demonstrate that "the human voice is more persuasive, more friendly, more compelling than the written word . . . the physical presence of a speaker establishes a more normal and satisfying social relationship than does the mere sound

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Dr. Vinocour is Washington (D. C.) Manager of Executive Development Services and Counselor to the Republic of Korea.

[1] *"Proceedings of the Ohio State Education Conference, 1929, pp. 172-183.*

of his voice."[2] Other eminent social control experts, such as Lyman D. Bryson, Leonard W. Doob, F. D. Sheffield, and Joseph T. Klapper, support Schramm's conclusions.

Practicing PR leaders also are realizing the importance and impact of speech. William G. Werner, Director of Public and Legal Services for the Procter and Gamble Company, recently asserted that while "mechanical means of communication, such as bulletin boards, house magazines, movies, slide films, messages inside pay envelopes, organization memoranda and public address systems have their important places . . . they are only adjuncts to aid with the main job. None of them can take the place of personal, man-to-man communication."[3]

In this context, it is a bit ironic that such complete stress is placed upon writing and newspaper work, as opposed to speech and platform work, as qualifications for most PR positions and responsibilities. However, a new trend is developing in the training phases of future PR practitioners. Melvin Brodshaug, Dean of the School of Public Relations and Communications at Boston University, suggested in these pages recently that the PR student ". . . should possess the basic language skills, especially writing, reading, *speaking, and listening.*"[4] Dean Brodshaug further reported that his School ". . . strives to develop public relations people who are skilled in *persuasive speech* and in persuasive writing."[5]

Practical and Inexpensive

Industry, the Government, the Armed Forces, and trade associations are turning more and more to speech as a practical, inexpensive, and profitable tool in their public relations kits.

The *Wall Street Journal* reported on October 13, 1955, that improved oral communications skills and programs ". . . seem to be paying off for many corporate enterprises, large and small." Some of the corporations cited as utilizing conference-type oral communications programs were Brock-Hall Dairy of Hamden, Connecticut, Johns-Manville, Armco Steel, Pitney-Bowes, Johnson & Johnson, Jersey Standard, Scott Aviation, and R. J. Reynolds Tobacco.

Business Week recently pointed out that the "Speaker's Bureau" has "grown up" as a PR activity. The Speakers Bureau service is being sys-

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[2] *December, 1949, XXVI, No. 4, p. 397. "The Effects of Mass Communications."*

[3] *In "Person to Person," Public Relations Journal, April, 1956, XII, No. 4, p. 3.*

[4] *"Education in PR," pr Jan. 1956, No. 2, p. 4 (Italics mine).*

[5] *Ibid., p. 5.*

tematized as "more and more companies encourage their middle and lower brass to address community groups."[6] General Electric has organized 11 Speakers' Bureaus in its largest plants, with some 400 speakers on tap. Jones & Laughlin has a special "sales representative" booked for months in advance; he travels about the country talking on all kinds of subjects to all kinds of audiences. Republic Steel, Ford, General Motors, and the American Iron and Steel Institute are also among the industrial leaders promoting speeches as one of their most important public relations media.

The state universities of Washington, Wisconsin, Kansas, and Minnesota are using this device to promote good-will, and, possibly, to encourage future student enrollees. Last winter this writer toured three upper Midwest states for the University of Minnesota's Bureau of Concerts and Lectures, with an average of 2.8 new audiences a day for ten weeks—and a total of more than a quarter of a million listeners.

The Armed Services, too, are turning to speech as an effective PR tool. The Air Force has prepared and distributed a clever and attractive "Speakers' Guide." This is a packet in the size and shape of a wallet, containing outline cards on a variety of general Air Force subjects and on methods of speech preparation and delivery. The American Trucking Associations, Inc., has developed a similar convenient kit for its key members.

An Air Force unit is developing a comparable series of materials (and providing for the coaching of key speakers) for the upcoming "Operation Skywatch," in July, centered upon the Ground Observer Corps achievements and prospective expansion. The Air Force has also published a valuable manual on "Conference Leadership," *(AF Manual 50-8)* which attractively presents many of the basic rules for good group discussion.

Use of Manuals

Many trade associations have developed "Speakers Manuals," some of which are so elaborate that they contain the complete texts of a half dozen "basic speeches." On the other hand there are neglected opportunities in this area, according to James G. Ellis, Executive Editor of the Automobile Manufacturers Association. "It is no secret," says Mr. Ellis, "that some company officials from too many industries have graciously declined, not once but many times, requests to appear on national forums. Trade association staff people, in some instances, have been invited to pinch-hit, but more than one such program has been canceled for the lack of a willing or available business spokesman."[7] That could hardly be called the best PR approach.

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[6] *Jan. 22, 1955. "Speaker's Bureau Grows Up."*

[7] *Journal of the American Trade Association Executives, October, 1955, VII, No. 4, "Does the 'Voice' of Business Need Your Help?"*

Many diverse groups are using speeches to spark a particular campaign or to lend peripheral punch to their good name. For example, the Advertising Club of New York organized a speakers bureau to highlight National Advertising Week (Feb. 19 through 25th) this year. The Greater National Capital Committee of Washington, D. C. similarly organized a speakers bureau "to acquaint Washington business groups with its activities as the city's means for maintaining the convention-visitor business." A large nonprofit association is planning a million dollar fund-raising campaign around the hoped-for effectiveness of a new speakers bureau; the task will be to not only prepare the speech materials but also coach the top 25 speakers in the campaign. For if the speakers in a newly formed bureau can't speak, or if the texts of proposed "basic speeches" are pedestrian, or if the speaking engagement itself turns out to be a vocalized essay reading, then the entire PR value of the tool has been lost.

Guide-Lines for Practitioners

Very briefly, here are a few simple guide-lines for those practitioners who suddenly find themselves with new responsibilities in the speech area:

1. Please remember that a speech is not an essay standing on its hind legs. The approach and style of a speech are altogether different than that of the written article. For example, it is almost fatal to reveal the 4 "W's" and the "H" of the subject in the introduction of a speech, in complete contrast to the methods taught in journalism for article writing. Also, there ought to be shorter sentences, more frequent restatement, and greater use of the personal pronouns in oral communication. What would an audience think of a speaker who said (an actual extract): "Where the uncreative majority follows the leadership of a creative minority by a species of drill, a mechanical and superficial imitation of the inspired original, the invariable danger is that the leaders become infected by the mechanicalness of their followers. The result is an arrested civilization in which the leaders substitute the whip of compulsion for persuasion."! Thirty minutes of that might be acceptable for certain journals; it would be disastrous on the platform.

2. Seek to analyze the audience in advance and build into the introduction specific appeals to them. If the introduction, obviously the initial key to the speaker's reception, can possibly fit more than one audience and occasion, the chances are that it will be ineffective for all occasions and requires re-writing. Take this example: "Mr. Chairman, Ladies and Gentlemen: It's a great pleasure indeed to be with you here

this evening. And I deeply appreciate this chance to talk over with you some of the things we are all thinking about these days. We've got plenty to think about too. The world is passing through the greatest crisis in centuries and we have seen many changes in our time." This may be pleasant copy, but it is extremely poor audience adaptation. The executive who had used it as "an easy approach" on many occasions couldn't understand why his speeches "weren't clicking." If nothing else, the PR speech-writer ought to steep himself in the newspapers of the community his client is to speak in before beginning the draft. Better still, he ought to visit the audience-context in advance to get the "feel" of the prospective audience.

3. Organize the speech so that the material is developed in a definite, recognizable sequence. Unfortunately, many excellent ideas become hopelessly lost in the mazes of unplanned and rambling speeches. Audiences too frequently complain that they just "couldn't follow the speaker" or that they didn't "quite get his point." Instead, the specific purpose of the speaker should be clearly and emphatically stated and his major arguments or premises should be as visible as major highways marked on a road map. The audience psychologically needs to know where they have been and where the speaker is going—and even when they can expect the speech to draw to an end.

There are ten major ways of organizing any subject matter into a satisfying, lucid format. Space permits only their listing: simple enumeration, chronological, space order, climactic order, problem-solution, inductive and deductive, cause and effect, psychological order, simple to complex, and familiar to unfamiliar. By keeping this list of organizational methods before one, any subject—whether it be mattresses, insurance, international diplomacy, jet aircraft production, or even cookies—can be developed and sold satisfyingly. The days of the grandiloquent orator are gone; today's speaker has to (or at least seem to) be a logical and thinking person.

4. Try to give the speaker an opportunity to use a few simple visual and/or audio aids. Built into the text of the speech, they will vivify the point for the audience as well as giving the speaker some planned physical activity by which excess nervousness may be drained off.

5. Be sure that the speaker has been thoroughly coached in actual speech techniques. The finest speech draft in the world is useless if delivered by an inept speaker, just as it would be senseless and even criminal to put a good rifle into the hands of an untrained amateur.

It is not always easy to persuade a client that he needs speech coaching. Some may say that they simply cannot be trained to be effective—that they have "no talent" for the platform. That's nonsense; even those with pronounced speech handicaps have been successfully trained. Some may feel that they are about average and are "doing o. k." That's self-delusion. It may be awkward for a staff associate to undertake coaching, or it may be difficult because the practitioner himself is not knowledgeable on the subject. In these cases, a competent speech counsel is recommended. His advice will be more readily acceptable because it comes from the "outside" and from an expert.

It is clear that the PR practitioner is beginning to recognize that a very powerful and relatively inexpensive tool—speech—is at his disposal. Speech is finding its way into PR programs and into management all across the nation. The forward looking PR department or firm will sharpen the tool and use it more and more frequently. The alert practitioner will be wary of its being expropriated by other management functionaries, for basically it is a PR asset. ●

PR AND SELLING

"First, in the spring, the farmer must plow, disc, harrow and fertilize the soil. In selling, that is the job of public relations. It prepares the "mental soil" of the customer for what is to follow. Then, along comes the advertising, and plants the seed—the specific appeal to buy the product. The salesman's job is to cultivate, and finally harvest, the crop.

Without some sort of public relations—by whatever name you choose to call it—to prepare the minds of the customers, the selling effort will be as difficult, and relatively as unfruitful, as though the farmer cast his seed on unplowed ground."

G. EDWARD PENDRAY, *at Public Relations Workshop, Annual Meeting Chamber of Commerce of the United States.*

MOTIVATION RESEARCH

"As yet, motivation research has no well-crystallized body of concepts and principles. The one common thread running through all the thinking and writing on the subject is simply the recognition of the fact that "counting noses" is not enough. This is tied in with a distinction between quantitative and qualitative research—between finding answers to questions of *who, what,* and *how much* about consumers' behavior and answers to the particular question of *why* though in actual practice the two kinds of investigation are likely to be independent and overlapping."

A statement by the Association of Consulting Management Engineers, Inc., published in Mnaagement Methods, *April, 1956.*

scanning

THE PROFESSIONAL JOURNALS

In past issues the point has been made that the professional journals in the social sciences contain articles which are often useful to PR practitioners. (See "What Do the Social Sciences Have to Offer Public Relations?", an interview with Edward L. Bernays, **pr**, *Jan. 1956, and "A Guide to the Professional Journals," Donald W. Krimel,* **pr**, *Apr. 1956). Since there are so many of these journals it is virtually impossible for the busy practitioner to review them regularly. From time to time, then, Donald W. Krimel will report on selected items which may be useful to our readers.*

In this issue Prof. Krimel reviews the psychology journals and gives an example of the kinds of items which have implications for the public relations field.—Ed.

R. M. MALONEY, Department of Psychology, Ohio State University,

GROUP LEARNING THROUGH GROUP DISCUSSION

The Journal of Social Psychology, Feb. 1956, Vol. 43, First Half.

The piece is a report on a study "conducted to evaluate whether learning and certain related variables would be facilitated more in a group in which a leader followed a precise method of implementing discussion than in a group in which a precise method was lacking." The writer of the article set up two similar groups of students. In working with them he kept his own attitudes and approaches as nearly the same as possible. His organization, subject matter, and tests were as nearly alike for the two groups as he could make them.

For one group, however, the psychologist became an "implementer." His job was "to accept, understand, and respond to each person as he contributes intellectual awareness or shares his own personal reactions with the group." The implementer:

1. Establishes himself as implementer, defining his role.
2. Leaves direction and level of discussion to students.
3. Recognizes and clarifies emotionalized statements.
4. Summarizes "awareness."
5. Uses voting method to get group feeling on issues.
6. Uses symbols instead of names when opposite points of view are being expressed.

In the second, or control, group, the teacher allowed drift, did not provide "implementation."

The sessions were carefully recorded and the records analyzed. It was found that the "implemented" group stayed closer to the topic at hand ("Analysis of discussion content indicated learning was facilitated as indicated by a consistent rise in topic-centered statements."). The members of the "implemented" group entered into discussion more, too, and they ranked higher in "behavioral participation" (looking at speaker, leaning forward to hear, etc.).

Allowed to sit where they pleased, the members of the "implemented" group formed, in time, a circular arrangement of their chairs, while the non-implemented group tended to a scattered arrangement. All of these factors seem to indicate relative effectiveness of implementation. Objective tests of achievement, however, indicated that the members of the implemented group learned neither more nor less than the members of the non-implemented one. Whether such tests are an adequate measure of results in development of thought on broad topics is, of course, open to question.

THE CONTRIBUTION OF LECTURE SUPPLEMENTS TO THE EFFECTIVENESS OF AN ATTITUDINAL FILM

FRANK T. STAUDOHAR and ROBERT G. SMITH, JR.,

Journal of Applied Psychology, Vol. 40, No. 2, 1956.

The experiment reported was carried out at the U.S. Air Force Personnel and Training Research Center, Lackland Air Force Base. A commercial motion picture, "Twelve O'Clock High," was selected as relating to development of a favorable attitude toward discipline. The film was reviewed to select especially useful scenes. Lectures were built around them.

The 876 men used in the study were divided into four groups. One group saw the film but received no supplementary lecture. Another was given an eight-minute lecture, on what to look for in the film, before the showing. A third group was given an eight-minute lecture after the showing. A third group was given an eight-minute lecture after the showing, telling them what they should have looked for. A fourth group was given four-and-one-half-minute lectures before and after the showing, covering the same points as the other lectures.

Tested as to progress in "favorableness of attitude toward discipline," the three groups subjected to lectures ranked significantly higher than the control group. The tests indicated, however, no notable difference on the basis of *when* the lectures were given.

NOTE:

The field of psychology supports nearly 125 journals, many of them in foreign languages. It is believed that the following are of the most interest for public relations:

AMERICAN JOURNAL OF PSYCHOLOGY, a quarterly published by the Department of Psychology, University of Texas, Austin, Tex.

JOURNAL OF ABNORMAL AND SOCIAL PSYCHOLOGY, a quarterly published by the American Psychological Association, Inc., 1515 Massachusetts Ave., Washington 5, D. C.

JOURNAL OF APPLIED PSYCHOLOGY, a potentially very useful bi-monthly also published by the American Psychological Association in Washington.

JOURNAL OF PSYCHOLOGY, a quarterly published by The Journal Press, 2 Commercial Street, Provincetown, Mass.

JOURNAL OF SOCIAL PSYCHOLOGY, a quarterly also published by The Journal Press in Provincetown.

The articles in all of the journals listed above are indexed in INTERNATIONAL INDEX TO PERIODICALS, published by The H. W. Wilson Company, N. Y., N. Y.

An extensive listing of professional journals in psychology is in ULRICH'S PERIODICALS DIRECTORY, a classified guide to a selected list of current periodicals, foreign and domestic, published by R. R. Bowker Company, N. Y., N. Y.

A less extensive listing, but one in which a brief description of each listed journal is given, is in CLASSIFIED LIST OF PERIODICALS FOR THE COLLEGE LIBRARY, published by the F. W. Maxon Company, Boston, Mass. —D.W.K.

Case Study in
Community Relations

THE PR PROGRAM *of Alliance, Nebraska*

By EARL S. REYNOLDS

A CORPORATION public relations director has many intangible-value duties saddled on his back which include helping the attitude of employees who daily come from their homes in communities that surround a plant. Such people can't be expected to shed their town grievances as they enter plant gates for work. If juvenile delinquency, poor support of agency or charitable activities, quarrelsome school or town boards, or other community defects plague citizens in their daily lives, they just naturally walk these grievances through the gates to their jobs, to the detriment of themselves, the company, and the community.

Whatever a PR director can do to cooperate with and encourage people in the community to build a better community is a direct justification of his work in the corporation, let alone a fulfillment of his inherent duties as a citizen. He is always studying successful community PR programs in the hopes of finding methods to suggest to his own fellow citizens at home. The best of communities can always learn better ways of accomplishing their objectives.

Experiences such as the public relations venture of Alliance, Nebraska are applicable whether you are with a steel plant on the West Coast or a paper mill in the South. The basic PR principles are the same.

Alliance calls itself "The Cattle Capital of Nebraska." A combination farming, railroad, and cattle raising area in Butte County in the northwestern part of the state, it supports a population of 8,000.

The public relations program of the Alliance (Neb.) Woman's Club won a Silver Anvil trophy this year from the American Public Relations Association. This case study in community relations is reviewed by a corporation expert in the field, Earl S. Reynolds, Director of Public Relations, Kaiser Steel Corporation, Fontana, California.

This story goes back to a meeting of the Board of Directors of the Community Fund in June, 1955, when some members were ready to intone "May it rest in peace" over the fund raising agency. 1954 had seen a scant two-thirds of the needed funds raised. The Board was discouraged, as many a community agency gets down in the mouth from time to time, because of the public apathy. Thought they, "Let's disband and let each agency shift for itself, and the devil take the hindmost."

At this point representatives of the Alliance Woman's Club changed the dirge into a song of hope. They expressed confidence that the Community Fund quota could be reached if local public interest in each worthy cause was aroused. They offered to help.

A new Board of Directors was elected, chairmen appointed, and plans formulated to carry on a vigorous campaign. First step was to change the name from Community Fund to United Fund, and all other agencies which annually solicit financial support in the community were invited to come under this one fund. This merging of as many charities and agencies as possible into one all-out campaign, it was figured, would save time, effort, personnel, and money.

Public Relations Objectives

With this skeleton outline of the new organization behind them, the group then set down its public relations objectives as follows:

1. To show the worthiness of the agencies depending on the United Fund for financial support.
2. To promote greater unity in the community.
3. To attain the 1955 United Fund goal of $20,000.

This one, two, three dream was followed up by a one, two, three punch.

The various agencies were advised to let their light shine in the public's eyes.

Boy Scouts let themselves be seen cleaning up vacant lots, cutting lawns for elderly and sick people, acting as guides at large outdoor shows, the county fair, and other gatherings.

Campfire Girls planted flower gardens, set out flowers in window boxes, and popularized this idea. Both organizations gave public programs.

And so with all the organizations that were seeking support. The program was a shot in the arm to each agency to do a better job, and let the job be seen.

Each community usually has its own built-in problem and Alliance, Nebraska was no exception.

During World War II about 500 Sioux Indians from the Pine Ridge Reservation of South Dakota came to Alliance to work on farms and at the Army Airbase. At the end of the war half decided to remain, and they remained in tents at the edge of town, across the tracks where city utilities were not available.

During the great blizzard of 1949 the plight of these people was horrifying. It was then that the Alliance Council of Church Women assumed responsibility for sponsoring a community project, The Indian Social Service Center.

They purchased and had moved to the edge of town a large Army barracks building, had the city run in the utilities, revamped the building for shower rooms, a launderette, and recreation room.

The women did a terrific job in social work, in encouraging schooling, in teaching handicrafts.

And a booster shot in the arm was given this project when the same women sponsors got behind the rejuvenated United Fund program.

They let their light shine before the public which had little opportunity to observe work being done "across the tracks." Groups were invited to see rug weaving projects, attend dances, witness the work being done there.

So far, so good. The first punch was successful. The people of Alliance saw the worthiness of agencies to be supported by the United Fund.

Phase Two

The second punch called for ways and means of promoting unity in the community. The women took on a double problem in human relations, how to eliminate racial discrimination, how to unite all segments of the community.

A committee of clubwomen made a survey of cafes and restaurants. Wherever they found signs "No Indian Trade Solicited," the women talked with the proprietor or manager, learned the reason for the objection to the Indians, and then carried back this information to the Indians at one of their discussion groups.

The Indians were urged to pay more attention to personal cleanliness, to practice sobriety, to avoid rough and disorderly conduct on the streets and public places. The Indians agreed that to be accepted in a com-

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The Indians were urged to pay more attention to personal cleanliness, to practice sobriety, to avoid rough and disorderly conduct on the streets and public places. The Indians agreed that to be accepted in a com-

munity was a two-sided proposition. They had to give something to the community in order to receive acceptance.

Another example of the second punch was the promotion of a Nebraska Products Dinner by the Woman's Club. Besides a prime rib dinner, served with buttered baked potatoes and vegetables—Nebraska grown—all 450 farmer, rancher, and townsfolk guests found at their places a gift to take home. Such were a package of beans, butter, or sugar; a sack of flour, a ham, bacon. Everyone had something to take home.

Another picnic dinner was served to some 250 businessmen and farmers, sponsored by the Alliance Chamber of Commerce.

The practical punches began to pay off. Things were being done. A feeling was sensed that the public was a bit proud of doings in Alliance. Everyone was getting in the act. The time for the Fund Drive was approaching.

The clubwomen suggested a parade to arouse even more public interest. This would give every organization in town an opportunity to demonstrate united effort for the drive. It would create more enthusiasm, and be a fitting climax to the publicity already given to the United Fund through the newspaper, radio, and talks given by members of the Toastmistress Club before various organizations.

Establishing a Theme

The Board approved and the theme was "Crown Thy Good With Brotherhood." The citizens of Alliance and surrounding towns lined the streets for blocks to admire the parade of 51 floats sponsored by agencies, service and civic clubs, and by business firms. No prizes were offered, none expected; all were doing their part.

A sixteen year old Indian girl was chosen queen and her attendants were other American princesses, Italian, Spanish, Negro, English, Japanese —all were Americans.

Well planned and timed was this program. Two days after the parade the work of collecting $20,000 to support the agencies began.

Three hundred and eighty-five men and women, with no solicitor asked to cover more than a block, completed their job in ten days.

The final and important punch was the change that took place in Alliance, Nebraska. The citizens of Alliance have become more interested in the youth activities. More good leadership was secured for the Boy Scouts and Campfire Girls, and many heretofore uninterested boys and girls have joined these groups.

The Woman's Club has made its clubhouse available to the community for a large variety of activities—small club groups, small church groups, youth groups, etc. — charging only enough rent to cover utilities and janitor service. It is the hope of the club that when the building is paid for, the clubhouse can be opened to youth groups without any charge.

The Salvation Army gets more financial and moral support. During the week before Christmas the Woman's Club and Kiwanis Club each devoted a day to soliciting donations for the Salvation Army kettle on Main Street. Through their effort, interest, and goodwill, the donations for those two days amounted to a good sum.

The Indians are being accepted as citizens of the community. There are now no restrictions against them in public eating places, nor are they restricted by housing ordinances. Schools, churches, and places of public amusements are all open to them. More opportunities for employment are opened to them. Over thirty Indian women now work in the Jek plant making electronic parts for the Navy. Others are employed in cafes, hotels, the hospital, and in private homes. Men are employed by the city, by nearby farmers, the railroad, the carpenters, plumbers, and painters.

Civic and service clubs have become more interested in the Indian Social Center. The local Exemplar Chapter of Beta Sigma Phi presented the Social Center with two new steel folding tables, something that was very much needed.The Social Center put these tables to immediate use by serving a chili supper to Indian young people. The food for this meal was donated by a rural woman's club.

All this has had a good effect on the Indians. They appear cleaner, happier, and are more cooperative and dependable. They show steady improvement in behavior and habits.

The Goal Is Reached

Nine families now own their homes or are making payments on them. Others live in rented apartments or small houses. It must be admitted that some still live in mere shacks, and one family prefers to live in a tent the year around. The older Indians are slow to change their ways of living, but the younger people are anxious to improve the standards of living for themselves and their children.

The United Fund Goal of $20,000 was not only reached, it was surpassed by $443.18! Supplies amounting to $58 which were left over can be used next year.

Every worker as well as contributor seemed to enjoy having some part in this community project. What is even more important and of lasting value is that people in Alliance learned to know each other better, and therefore Alliance is a friendlier, happier community. This includes the town's minority group, our Indian Americans.

The citizens of Alliance are proud of this achievement in cooperation. The spirit of unity prevails in this community. So they are glad, even eager, to tell others about it, for America will be only as strong as the unity of all her people, and this unity must start in the community.

The agencies that are stronger because of this rejuvenation of a town that followed basic PR principles are: Boy Scouts, Campfire Girls, High School Y-Teens, Hi-Y, Salvation Army, Christmas Baskets, St. Vincent De-Paul Society, Old Timers Athletic Association, Indian Social Center, Red Cross, Muscular Dystrophy.

Nothing succeeds like success, so it's hard to do anything but praise the PR campaign of Alliance. The leaders recognized a problem; got everyone into the act; showed that youth and welfare and social work was a two-way street where the getters have to give and the givers have to get; set up the program on a continuing and a self-sustaining basis; and, finally, built the whole program on the solid foundation, ". . . that all men are created equal, that they are endowed by their Creator with certain inalienable rights, that among these are life, liberty, and the pursuit of happiness." ●

THE PR LIBRARY

"The first step in the creation of any device of communication, after acknowledging the need for its creation, is to figure out exactly what it is supposed to accomplish. The point may seem academic, but a lot of communications devices go wide of the mark simply because nobody has ever bothered to state the objectives."

"SPEAK UP, MANAGEMENT!"
By ROBERT NEWCOMB and MARG SAMMONS (Funk & Wagnalls)

"We know, for example, that the mind of man is responsive to a wide variety of stimuli—words, symbols, attitudes, events, etc. We know that such stimuli can be artificially applied in order to evoke a desired response. But we also know, unfortunately, that the actual response may be an entirely different one. For the response is not predictable. Predictability, if possible at all, would depend upon the existence of only one stimulus at a given time, which in turn would require the kind of control the scientist achieves in a laboratory experiment. Since such control cannot be achieved, the response becomes a matter of chance."

"FACTS TO A CANDID WORLD"
By OREN STEPHENS (Stanford University Press)

BOOK REVIEWS

PUBLIC RELATIONS: Principles, Cases and Problems
By BERTRAND R. CANFIELD. *Richard D. Irwin, Inc., Homewood, Ill.* 690 pages. $7.80 (Revised Edition)

Reviewed by Paul H. Bolton, President, American Public Relations Association

My telephone rang and a plaintive voice from New York brought a somewhat unusual request. A well-connected, talented, and extremely vocal young chap had suddenly landed himself a job as PR Director for a well-known Fifth Avenue establishment. Two years out of journalism school he was long on writing talent and confidence but frighteningly short on know-how as to the techniques, procedures, and practice of public relations.

"What book would you recommend—something pretty detailed—that will quickly fill me in on the field, the media, the things I must be familiar with to handle this new and challenging assignment?"

All of us know that fitness for such a position can hardly be acquired like "cramming" for an examination, but this was one instance where Bertrand R. Canfield's *Public Relations: Principles, Cases and Problems* seemed particularly fitting as a suggested lexicon of the profession and its tools and uses.

Nearly seven hundred pages is a lot of public relations material, and it can fit into your PR bookshelf in just about the same manner as the Britannica rounds out your family library. The author confesses that it was inspired originally as a college textbook but avers that it "will also be helpful to PR managers, counselors and executives faced with public relations problems."

Most readers, other than students, will be tempted to pass over the first section of 85 pages devoted to "The Field of Public Relations" with a rather sketchy reading. The definitions, forms of opinion, organization and PR duties are treated very exhaustively and academically. They are offered in a manner that tends to obsolete the text rapidly when one considers how fast the PR tempo is moving these days. Admittedly, a student or an executive totally lacking any detailed knowledge of the profession, will be able to here absorb facts that might not be marshalled as fully in the pages of several contemporary books in this field.

The second section devoted to "The Publics" quickly makes up for any misgivings about the worth of this volume, and will offer a real gold-mine of

facts and ideas for any practicioner as well as student. Fifteen divisions of public relations, from employee through the entire gamut to social, government and even to armed forces public relations—is a rewarding compilation of data and experience. The chapter on trade and professional association relations is typical of the real meat of this volume.

Many publishers might have been tempted to suggest to this author that Section Three—"Tools of Public Relations," be offered as an entirely separate text. This would, of course, have defeated the announced purpose for use as a complete college text, but this material would be interesting, more flexibly useable, and could have been lightened considerably in that dress. The coverage of press relations and special events is replete with usable ideas and adaptable suggestions that are worth a careful reading.

Author Canfield in his preface tries to justify the lengthy and detailed "problem" use throughout the book, as presenting something that should be done; whereas the "cases" suggest something that has already been done, to meet or solve a situation. For use by advance students and for reference by avid readers, both may be condoned. However, in as vast a work as this turns out to be, and with the enormity of the topics treated, it would appear that this feature burdens the book and puts roadblocks before its widest use. Admittedly we may have been spoiled in this area, since the detailed X-ray of case and solution formalized in the APRA Awards case histories have set a pattern that is unique and difficult or impossible to adapt in so extensive a volume as this.

PROFESSIONAL PUBLIC RELATIONS AND POLITICAL POWER
By STANLEY KELLY, JR.
The Johns Hopkins Press, Baltimore. 274 pages. $4.50
Reviewed by Roy H. Millenson, Director, Washington Bureau, Julius Klein Public Relations

Donning a gray flannel cap and gown, Brookings Institution's Dr. Stanley Kelley, Jr. has made a worthwhile contribution in an area which has of late been profitably exploited by the feature writer and the novelist—the role of the PR professional in political campaigns. What started as a doctoral thesis in political science has ended in a sort of "Golden Kazoo" which substitutes facts for sex. In this instance the experience is pleasurable.

Despite its title, this small volume is not all about "professional public relations and political power." But is the modern painting less attractive because its content does not resemble the caption? What Dr. Kelley has given us are four well-done PR case studies covering a wide enough range of political activity from which some important conclusions may be drawn.

The first analysis is of the widely publicized Campaigns, Inc. of Whitaker and Baxter, here given closer, more scholarly scrutiny than previously accorded. Also on familiar ground is the second case history—the AMA versus health insurance legislation.

The Maryland Senatorial race re-matching Senator John Butler with ex-Senator Millard Tydings makes Dr. Kelley's third analysis one which will undoubtedly be referred to with increasing frequency. And, finally, the 1952 Presidential campaign is subjected to a careful reprise. All in all, this makes interesting election year fare.

While the case studies, though apparently complete within themselves, do not present a picture of the whole, the conclusions drawn have a universal applicability. Especially significant is the thesis that our modern age is seeing the exit of the political boss and his being replaced by the public relations professional who not only conditions public opinion but effectively brings out the vote.

The PR practitioner will be both helped and enlightened by this volume; the non-professional may well be disillusioned. Both may be frightened.

THE BANKS AND ITS PUBLICS

By ROBERT LINDQUIST, *Harper and Bros.*, 298 pages. $5

A good book is hard to find, especially in the highly-specialized and complex field of bank public relations. This one is a real find. Author Lindquist has a superb understanding of his field and is blessed with the ability to convey it to the reader. He takes things in proper order, discussing philosophy first, then technique. He does it well. If you have a banker friend, here's a good chance to bring a useful book to his attention.

THE COMPLETE WORD HUNTER

By JOHN T. GAUSE, *Thomas Y. Crowell Co.* 469 pages, $4.95

If your writing permits or requires you to "hunt" for words, this book provides a happy hunting ground. Mr. Gause's words are precision instruments and are discriminately selected and defined. This volume has a good degree of built-in utility and is practical in scope. Speech writers will find it invaluable.

DEVELOPING YOUR EXECUTIVE SKILLS

By AUREN URIS. *McGraw-Hill.* 262 pages, $4.50

This book is written for executives whose work environment is the massive organization. If human relationships are an essential factor in your work, Mr. Uris has a great deal of value for you. The author discusses executive motivations, administrative skills, desk disciplines, working with people and

suggests means of measuring and raising overall efficiency. It will be difficult to read this book without being helped by it. It has inspirational value, but this value is submerged by the commendable emphasis on those disciplines which will loose the executive's full capacities.

THE RIGHT TO KNOW

By KENT COOPER

Farrar, Straus and Cudahy, Inc., New York. 335 pages, $4.00

The title of this book by the former head of the Associated Press is a rallying cry against news suppression and propaganda and is the author's proposed substitution for the phrase "freedom of the press." Use of news to goad people to hate and war, Cooper says, marked the beginning of "government by tact instead of by proclamation." Cooper's title is his message, and he presents it clearly and courageously.

NEW TECHNIQUES FOR CHURCH FUND RAISING

By OTHNIEL A. PENDLETON, JR., *McGraw-Hill*. 364 pages, $5

The last citadel has fallen. The "hard sell" is in the chapel.

Author Pendleton has a ten-week plan guaranteed to extract dollars from congregations too soon conceded to be unwilling. The plan is sound and forceful, but it makes the reviewer wince for its probable long-range impact on the broader spiritual objectives for which the monies are raised. If it follows a program designed to communicate its proper role in achieving overall spiritual objectives, this plan has definite value. Otherwise, it seems obvious that there is an inherent danger of winning the dollar, while losing the congregation.

HOW TO TALK YOUR WAY TO SUCCESS

By HARRY SIMMONS

Prentice-Hall, Inc., Englewood Cliffs, N. J. 224 pages. $4.95

Reviewed by B. J. Burkett, Public Relations Dept.
E. I. du Pont de Nemours & Co., Inc.

This book covers every phase of talking—and then some. It discusses in a neat one-two-three order the many purposes of oral expression, ranging from casual conversation to prepared talks and business conferences. And it gives some useful do's and don'ts to apply in each situation.

Mr. Simmons' book should be useful to the public relations profession, for it points up a direction of conduct that can lead to success in business or in everyday life. Simply, it presents the author's astute conception of how to do and say the right thing at the right time, and under the right circumstances.

BLUEBOOK OF MAGAZINE WRITERS
Central Feature News, Inc., New York. 168 pages. $19.50

This is a standard reference volume for every public relations man who wants to place feature material in national magazines. The *Bluebook* lists almost 800 top free-lance writers who regularly hit the national market. It is well organized for practical use by the working public relations professional.

BOOKS AND THE MASS MARKET
By HAROLD K. GUINZBURG, ROBERT W. FRASE, and THEODORE WALLER
University of Illinois Press, Urbana, Illinois. 66 pages. $2

A slim volume containing three lectures, "Books and the Mass Market" is of interest to a specialized group in the public relations field.

Increasing numbers of corporations, associations, unions, and families are subsidizing authors and publishers in an effort to present their stories to the public. Because these books are often published as much to satisfy the organization ego as to inform the reader, it is extremely difficult to advise for or against a specific publication. The public relations man's only protection for his client is a thorough knowledge of the book reading public, or "the mass market." This book is an introduction to the subject.

OTHER PUBLICATIONS OF INTEREST

THE PUBLIC PHILOSOPHY
By WALTER LIPPMANN, *Mentor Books,* 144 pages. 35 cents.

THE FOCUSED INTERVIEW
By ROBERT K. MERTON, MARJORIE FISKE and PATRICIA KENDALL,
The Free Press, Glencoe, Ill., 186 pages. $3.00.

PROBLEMS OF AMERICAN SOCIETY (THIRD EDITION)
By JOHN CUBER, ROBERT A. HARPER, and WILLIAM F. KENKEL,
Henry Holt and Company, 510 pages. $5.50.

THE HISTORY OF PHOTOGRAPHY
By HELMUT GERNSHEIM, *Oxford University Press,* 359 pages. $16.50.

CURRENT BIOGRAPHY YEARBOOK
Edited by MARJORIE DENT CANDEE, *The H. W. Wilson Co.,* 706 pages. $6.00.

▶ **Note**: Recommended reading for public relations counselors is "Public Relations Fees," by Donald Arthur, Jr., *Journal of Accountancy,* April, 1956. (See also "How to Charge a Client" by Farley Manning, **pr**, Jan. 1956).

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